

## CUSTOMER SUCCESS STORY: LIFE SCIENCES COMPANY

### *Life Sciences Company Retools End Customer Experience*

Increasing market share and attracting new high-value customers in a crowded marketplace is never easy. It was an even greater challenge for a large Life Sciences company targeting pharma and biotech industries, which were undergoing significant budget cuts. The Life Sciences company recognized that to be successful it needed better insights into customer behavior and needs, so it could focus on potential high-value customers, create rewarding experiences, and identify the most promising prospects to target.

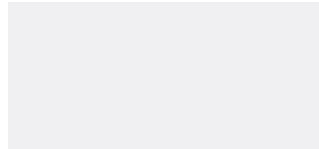
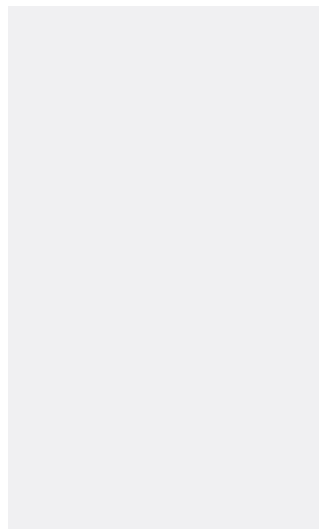
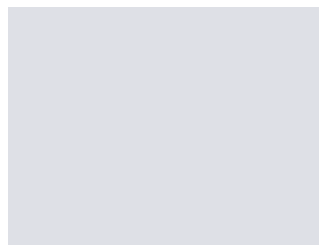
The company faced internal challenges as well, having recently undergone organizational changes and migration to new sales and order management systems to support their anticipated growth. While these changes were necessary, the immediate impact led to increased turnover in the sales organization and inconsistent experiences for customers.

To address the company's internal marketing and sales inefficiencies and improve the end customer experiences, Quaero suggested a Customer Experience Management Program that included touchpoint mapping, a proven technique for understanding and mapping interactions across the entire lifecycle from the customer's point of view. This would allow Quaero to assess the key areas of customer concerns and pain points, and recommend focused areas of improvement.

### **Life Sciences Customer Lifecycle Stages**



A key thrust of touchpoint mapping is that it looks at the entire customer lifecycle, and what motivates customers at every stage. This leads to a deeper understanding of customer needs, and what is necessary to move customers consistently through the lifecycle. Quaero was able to determine that all of the company's customers – pharma, biotech and academia – went through a similar lifecycle, although there were differences in specific requirements and interactions in each phase. For example, in the Requirements Gathering phase, universities typically had a more rigorous and defined approach with procedures for writing, submitting and receiving grants.



ACCELERATE  
CUSTOMER  
VALUE

Quaero conducted a thorough review of customer research and conducted one-on-one interviews with a representative number of customers and customer-facing employees to gain insights into the current experience. It became apparent that a few key customer interactions in the early lifecycle stages were making or breaking the relationship. Quaero discovered:

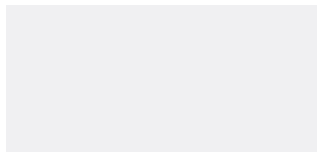
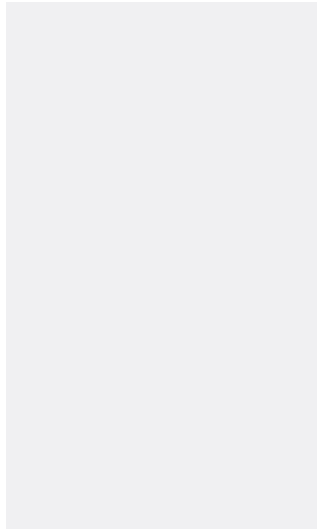
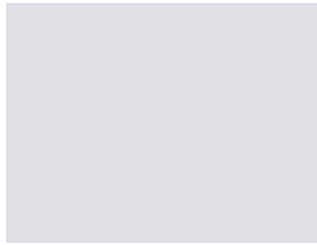
- **Customers were dropping out due to lack of information in the Consideration Stage.** Lifecycle technology is a significant investment and the consideration phase included several steps to ensure appropriate due diligence. However, due to sales turnover and lack of institutional insight into customers, not all customers were aware of the breadth of products offered. The Life Science company was not always considered simply due to a lack of information about company offerings at this critical stage.
- **Customers could not receive timely demonstrations in the Evaluation Stage.** All customers and prospects required equipment demonstrations and thorough testing as part of the evaluation stage. However, the company's inability to provide demonstrations that met all customer requirements, or that could not be orchestrated in a timely manner, was resulting in customers dropping out of the lifecycle.

Later lifecycle stages provided important insights as well. Although generally regarded as very good, service of equipment at times took too long, was not consistently well-coordinated, and was not available for all locations. This led to customer frustration, and opened the door for customers to look elsewhere for new and replacement equipment.

### **Establishing Immediate Focus**

Drilling down into the key interactions across the lifecycle stage from the customer's viewpoint was eye-opening for the Life Science organization. Working with the company's executive sponsors, Quaero was able to quickly identify some 'quick win' opportunities that would immediately improve the experience at critical 'moments of truth.' Additionally, Quaero developed a roadmap with initial focus on the consideration and evaluation lifecycle stages, where customer defection was most likely.

Quaero also helped the company focus on using interactions to collect and share customer information. Due to the transition of order and sales systems, as well as organizational changes, customer-facing employees were having difficulty accessing existing data on customers, which was creating negative experiences for customers,



ACCELERATE  
CUSTOMER  
VALUE

who expected the company to be familiar with their organization and their history. Many customers considered themselves long-term, high-value loyal customers, but didn't feel that this was reflected in their treatment. In addition to leveraging customer information to positively impact the experience, the insights were also applied to improving and focusing prospecting efforts.

## Results

Focusing on the highest impact interactions provided clear direction to the company's project team, allowing them to define pilot activities, test out changes and quantify improvements before investing substantial funds in large scale changes. Realizing quick wins was paramount for this company, particularly in light of a recent corporate-wide reorganization and large scale sales and order management system rollouts. These wins also gave the company time to develop an effective customer knowledge base that quickly became one of their biggest corporate assets; the company now had an up to date repository of customer profiles, history, and preferences accessible to all customer facing employees. The impact on the customer experience was immediate, improving internal satisfaction scores and elevating customer experience metrics (specifically for high value customers) exponentially. At the same time, it provided visibility into several large sales opportunities that allowed the Life Sciences organization to quickly demonstrate a positive return-on-investment within months of project completion.

.....

### About Quaero

Quaero, a CSG solution, uses customer intelligence to help clients shift from traditional campaign-driven marketing to real-time, multichannel customer interaction. Quaero experts blend strategy and analytics with performance management and technology to establish dialogues that improve the customer experience while increasing overall customer value.

Headquartered in Charlotte, NC, the Quaero solutions group provides marketing services to category-leading clients within the Financial Services, Pharmaceutical/Healthcare, Travel and Leisure, Media, Consumer and High Tech industries. For more information, call 1-877-570-2199 or visit [quaero.csgsystems.com](http://quaero.csgsystems.com).